

Leaders: *People ask the difference between a leader and a boss. The leader works in the open, and the boss in covert. The leader leads, and the boss drives. —Theodore Roosevelt, 26th U.S. president*

HED's 14-point Customer Service Commitment Plan

Last July and August, as a District team put the finishing touches on our fiscal year 2001 operations plan (OPLAN), we took time to sift the OPLAN initiatives through a single measure. That measure? *Will the initiative improve our customer service?* We discarded initiatives that did not pass this criterion. Recently, we issued our 14-point Customer Commitment Plan. This document represents our commitment to do certain things for our customers. It's tied to our OPLAN initiatives and the project management business process. I'd like to draw your attention to this 14-point plan.

First of all, thanks again to three of our emerging leaders, Dickson Ma, Gerald Young, and Dave Lindsey, for developing and publishing this plan. Many other people helped with this effort, but these men kept the fire burning, so to speak, until the job was complete.

We've organized the plan into 3 major headings: *planning and design; during construction; and post construction*, corresponding to the major phases for each project or item of work we undertake in the District.

In the **planning and design phase**, we will meet with the customer to determine the project requirements. Then, in accordance with the project management business process, we will form a project delivery team (PDT) and assign a project manager to the project. This team develops the project management plan. As the project develops, we confer with the customer routinely, and re-



By Lt. Col.
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HED Commander

Commander's Comments

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spond to customer queries rapidly. None of this is new...all we've done is boil down how we manage a project into six concise points. Notice that each point begins with a commitment: **we will**. That's a powerful statement!

As we move the project to the **construction phase**, the PDT, which includes our resident office field personnel, ensures the work occurs safely. We will enforce a rigorous safety program on behalf of the customer. Likewise, we will develop and maintain our own quality control/assurance program to ensure the construction contractor builds the project to specifications, on time, and within budget. Throughout the construction phase, we will continue to inform and involve the customer in the project. Not all work we perform involves construction; however, we will deliver all projects on time, on budget, and perform the required safety and quality control/assurance on behalf of our customers.

One of the strengths of the Corps of Engineers is our commitment to managing a project from start to finish. In the **post construction phase**, we will conduct an after action review (AAR) to capture project lessons learned. The District has a good AAR process, and many of you have already participated in an AAR. We will share this AAR with our customers, as we've already been doing. Moreover, we will provide operations and maintenance training, and as-built drawings to our customers, when required.

You may have noticed the photo of 14 District employees on the plan. Each employee represents one point of the plan. You may not have a role in each of the 14 points, but whatever job you perform in the District, you can help to delight our customers.

You can make a difference in the Honolulu District by joining me in adopting our **14-point Customer Commitment Plan**. The plan represents, in one place and in one neat package, what we promise to do for our customers. I have personally adopted this plan, and I hope you will commit to it as well.



Conducting After Action Reviews is involved in two of the 14 points in HED's Customer Commitment Plan. Photo by Alexander Kufel.